

# Scrutiny Board Meeting

Tuesday, 22 March 2022

Dear Councillor

## SCRUTINY BOARD - TUESDAY, 22ND MARCH, 2022

I am now able to enclose, for consideration at next Tuesday, 22nd March, 2022 meeting of the Scrutiny Board, the following reports that were unavailable when the agenda was printed.

Agenda No	Item
-----------	------

- |   |  |
|---|--|
| 5 | <b><u>Economic update and snapshot of the Black Country and City of Wolverhampton (Pages 3 - 32)</u></b> |
|---|--|

[To receive a presentation from Sarah Middleton, Chief Executive, Black Country Consortium Ltd]

- |   |   |
|---|---|
| 7 | <b><u>Regulator of Social Housing Consumer Standards - Compliance Update 2022 (Pages 33 - 42)</u></b> |
|---|---|

[To receive an update from Karen Beasley, Interim Service Manager - Housing Strategy and Policy]

Encs

This page is intentionally left blank



**Sarah Middleton**  
**Chief Executive**  
**Black Country Consortium**





## **Evidence Led Vision and Economic Intelligence**

- Our Approach
- Wolverhampton and Black Country Economic Overview

## **Developing Our Green Infrastructure**

- Developing Our Tree Strategy
- Black Country Canal Strategy

## **Black Country Partnership Support**

## **Capital Investments**

## **Black Country Partnership Support - Active Black Country**

- Commonwealth Games



# Evidence Led Vision and Economic Intelligence

# Strategy into Delivery – An Evidence Based Approach

## Our Ambitions - Black Country Strategic Economic Plan – Black Country PMF

Annual Economic Review Report – sets out our key measures of success in the Black Country Performance Management Framework

### Delivering the Ambitions

12 Strategic Programmes covering 3 themes of People, Place and Business

### Thematic & Sectoral Approach – Black Country Propositions

6 priorities areas for proposition development:

- High Value Manufacturing City;
- Black Country Business Competitiveness;
- Economic Capital;
- Black Country as Garden City;
- Skills for Business, Skills for Life;
- Connected Black Country
- Sector Plans – 5 Transformational & 5 & 5 Enabling Sectors

### Spatial Approach – Spatial Opportunities

In depth analysis of pipeline opportunities in 11 identified spatial zones and the areas that are outside and serving with an integrated cross boundary BC Core Strategy.

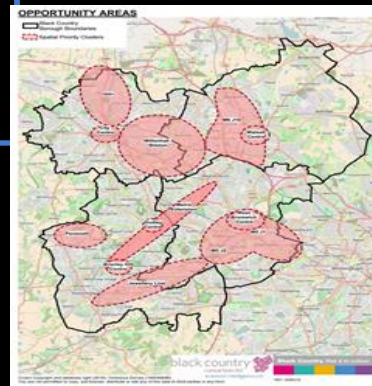
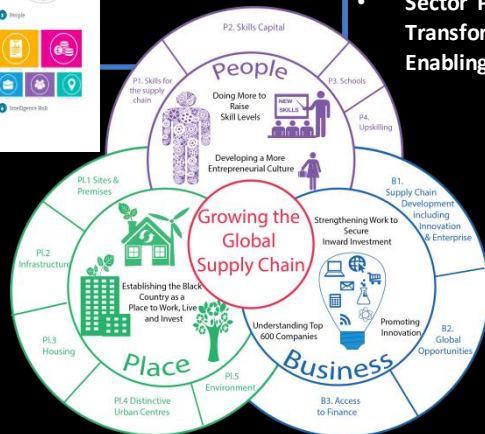
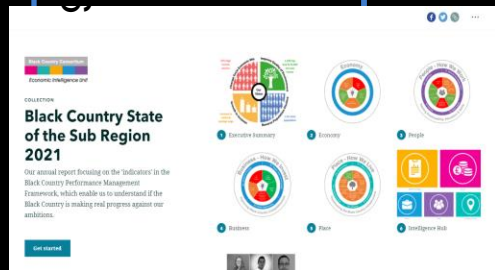
### Programme Dashboards

Detailed programme dashboards including:

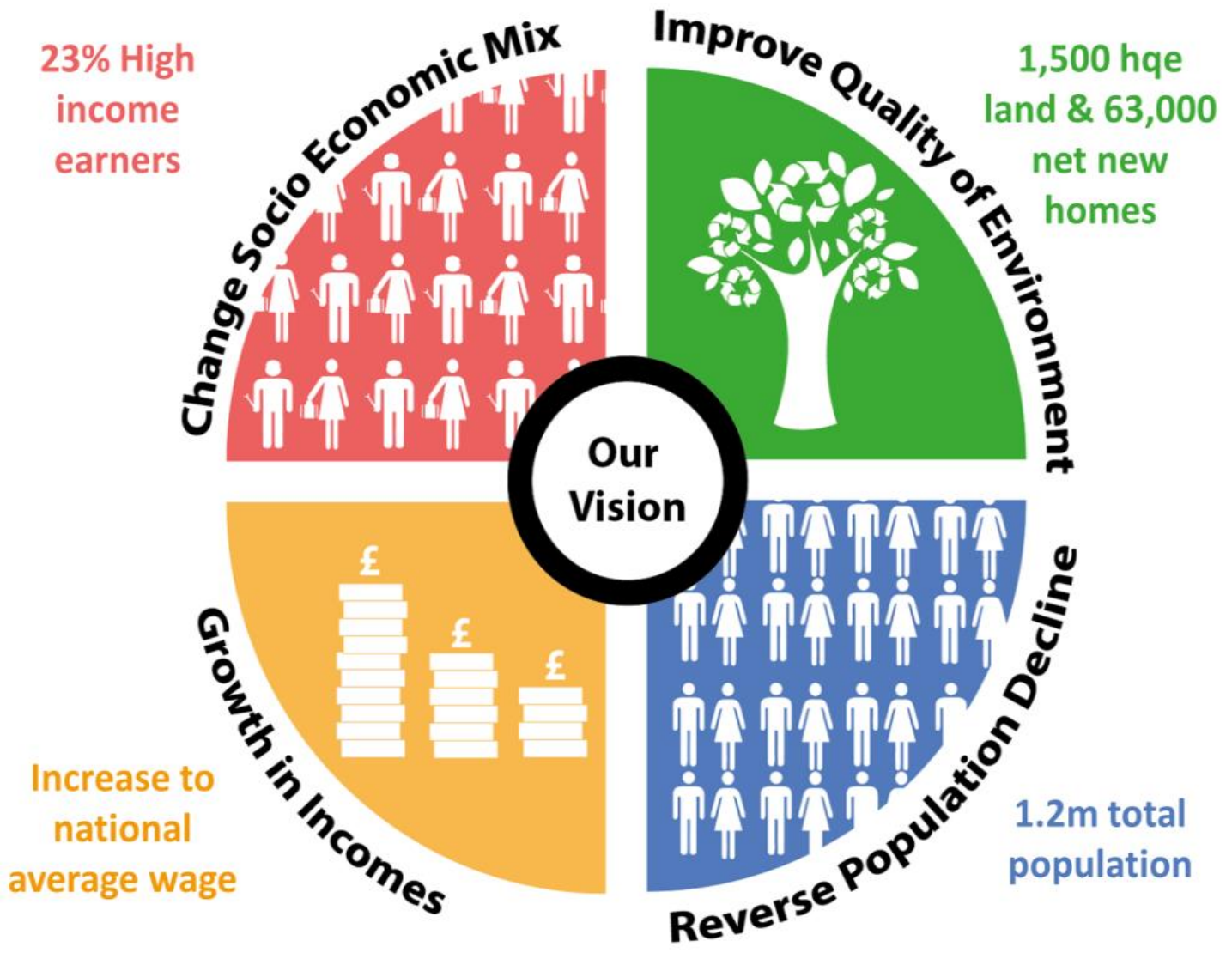
- ❖ Overall Priority Pipeline
- ❖ Growth Funds
- ❖ Land Remediation Fund (WMCA)
- ❖ Broadband

### Sites Details

'Estate Agent' details are available for each of our pipeline sites, accessible via our online mapping tool, linking to Midlands Engine and WMCA Investment Prospectuses.



# Black Country Objectives



# Black Country Consortium Economic Intelligence Unit

## Priorities

## Key Achievements

Providing rigorous, “best in class”, economic analysis and place based compelling narrative

Interactive state of sub region report  
Black Country Intelligence Hub



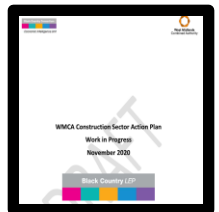
In-depth Labour Market Intelligence

Skills deep dive



Business Competitiveness – Growing our Business Base

Sector Action Plans



Green transformation

Geopark support  
iTree Eco study  
Canal Strategy





# Black Country Economy

# W'ton Economy



**Employment Rate** was 73.0% in year ending Sept 2021  
+1.2pp compared to -0.9pp nationally (since year ending Sept 2020)  
+13,768 people required to reach nat. average (74.9%)

**Employment Rate** was 70.1% in year ending Sept 2021  
-2.2pp compared to -0.9pp nationally (since year ending Sept 2020)  
+7,736 people required to reach nat. average (74.9%)



**5,520 Enterprise Births** in 2020  
+0.4% (+20) compared to -8.0% nationally (2019-2020)  
1,340 enterprise births P.A required to reach national level

**1,245 Enterprise Births** in 2020  
No Change compared to -8.0% nationally (2019-2020)  
+259 enterprise births P.A required to reach national level



Page 9

**Resident Wages** were £28,169 in 2021  
+1.5% compared to -0.9% nationally (2020-2021)  
Shortfall of £3,321 to the England average (£31,490)

**Resident Wages** were £27,503 in 2021  
+7.4% compared to -0.9% nationally (2020-2021)  
Shortfall of £3,987 to the England average (£31,490)



**28.8% (210,600)** of the WAP had **NVQ4+ Quals** in 2020  
+16.8% compared to +7.2% nationally (2019-2020)  
But 102,011 people still require **upskilling** to reach 42.8%

**31.5% (51,000)** of the WAP had **NVQ4+ Qualifications** in 2020  
+25.6% compared to +7.2% nationally (2019-2020)  
But 18,165 people still require **upskilling**



**Population** was over 1.2 million in 2020 – reaching the BC target 13 years early!  
+0.3% compared to national rate of +0.5% since 2019

**Population** was 264,407 in 2020  
+0.4% (+1,050 residents) compared to +0.5% nationally since 2019

# Black Country Economy

# W'ton Economy



**GVA** was £22.3bn in 2019  
+1.3% compared to +3.7% nationally (2018–2019)

**GVA** was £5.2bn in 2019  
+2.5% compared to +3.7% nationally (2018–2019)



**GVA per Head** was £18,586 in 2019  
+0.8% compared to +3.1% nationally (2018-2019)  
With a shortfall of £11,653 to national average

**GVA per Head** was £19,798 in 2019  
+2.0% compared to +3.1% nationally (2018-2019)  
Shortfall of £10,441 to national average



501,464 **Dwellings** in 2020  
+0.5% compared to +1.0% nationally since 2019

111,588 **Dwellings** in 2020  
+0.7% compared to +1.0% nationally since 2019



7,750 **Apprenticeship Starts** in 2020/21  
-4.9% (-400) compared to -0.3% nationally (2019/20–2020/21)  
+15,250 to reach 23,000 apprenticeship starts target

1,640 **Apprenticeship Starts** in 2020/21  
No Change compared to -0.3% nationally (2019/20–2020/21)



The number of **Jobs** has decreased to 436,000 in 2020  
-1.8% compared to -1.9% nationally since 2019

The number of **Jobs** has remained at 103,000 in 2020  
No Change compared to -1.9% nationally since 2019

# Sector Risks

## Covid-19

Black Country Consortium Economic Intelligence Unit	Skills & Labour - % furlough	A2F – diff. between % of loans & economy proportion	Lockdown	Order Books	Insolvency & Debt	Social Distancing	Transition to New Business Models	Testing & Labour Supply	Digital / Home Working	Risk Management Capability	Overall Risk to Future Growth
Advanced Manufacturing & Engineering	12%	-1.3%									MEDIUM
Aerospace											HIGH
Metals & Materials											MEDIUM
Food & Drink											MEDIUM
Automotive											MEDIUM
Rail											MEDIUM
Building Technologies	16%	0.1%									MEDIUM
Retail	19%	-6.0%									HIGH
Visitor Economy	47%	-4.1%									HIGH
Tourism											HIGH
Hospitality											HIGH
Business Services	12%	-2.3%									MEDIUM
Financial, Legal and Accounting		0.65%									LOW
Creative Industries	24%	0.25%									HIGH
Real Estate, Property & Consultancy		-3.8%									LOW
Environmental Technologies	6%	-0.1%									MEDIUM
Sports	62%	2.6%									MEDIUM
Health	4%	2.3%									LOW
Health & Care											LOW
Life Sciences											MEDIUM
Transport Technologies	11%	-1.4%									MEDIUM
Public Sector inc. Education	5%	3.3%									LOW

Page 11

## EU Exit

Black Country Consortium Economic Intelligence Unit	IMMEDIATE AND (POTENTIAL) "TEETHING PROBLEMS"						LONG-TERM STRUCTURAL CHANGE				
	VAT	Financial Equivalence	Travel	Customs Paperwork	Prof. Quals.	R. of Origin	Standards / Regulation	Data Sharing	Skills Shortages	Loss of EUSIF Funding	Overall risk of reduced Competitiveness
Advanced Manufacturing & Engineering											HIGH
Aerospace											MEDIUM
Metals & Materials											HIGH
Food & Drink											HIGH
Automotive											HIGH
Rail											MEDIUM
Building Technologies											MEDIUM
Retail											HIGH
Visitor Economy											MEDIUM
Tourism											MEDIUM
Hospitality											LOW
Business Services											MEDIUM
Financial, Legal and Accounting											MEDIUM
Creative Industries											MEDIUM
Real Estate, Property & Consultancy											LOW
Environmental Technologies											MEDIUM
Sports											MEDIUM
Health											MEDIUM
Health & Care											MEDIUM
Life Sciences											MEDIUM
Transport Technologies											HIGH
Public Sector inc. Education											LOW

# Recovery Plan



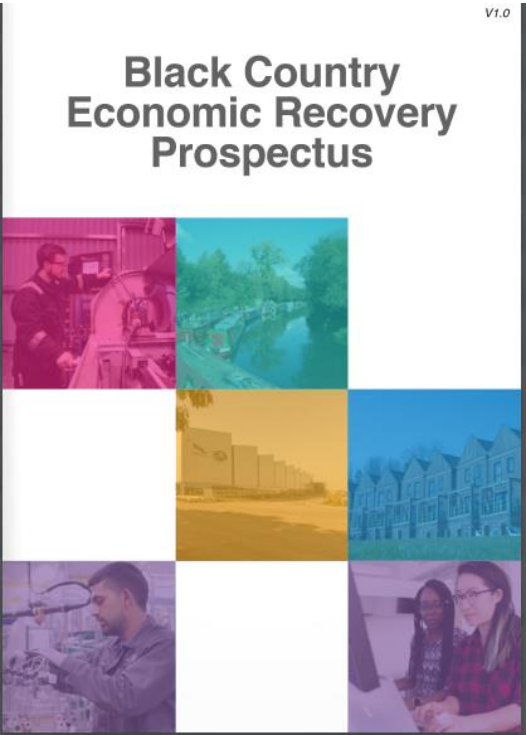
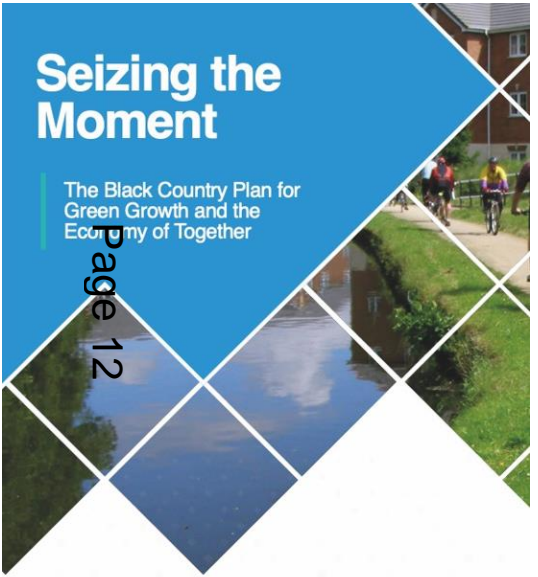
## 1. Backing Black Country Businesses

## 2. Delivering Skills for Today and the Future

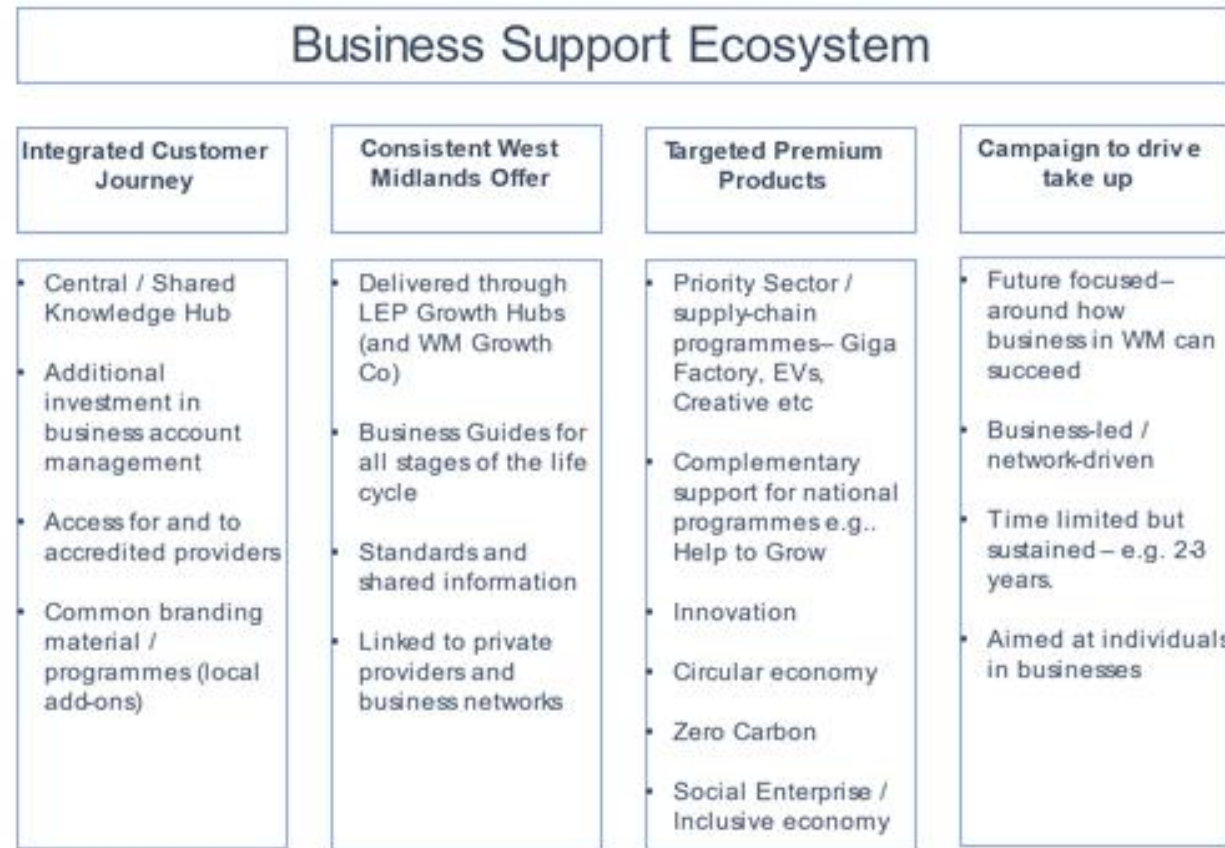
## 3. Nurturing Green Growth

## 4. Creating Vibrant, Safe and Healthy Places

## 5. Mobilising Devolution and Public Service Reform



## Interventions – 4 pillars of the new system



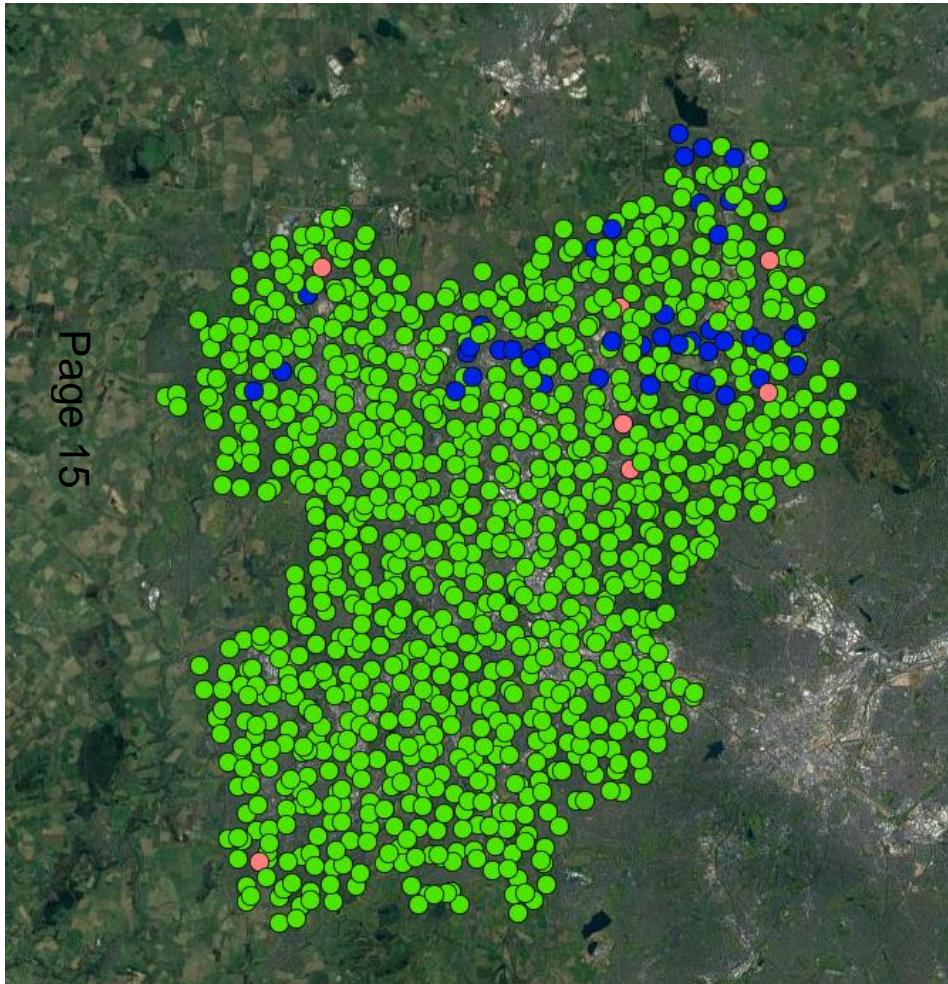


# Developing Our Green Infrastructure



# Developing Our Tree Strategy

Map of plots sampled



Page 15



## VALUING THE CITY OF WOLVERHAMPTON'S URBAN FOREST



Figures subject to change

Urban forests provide people with a range of benefits (or ecosystem services) that help make our towns and cities better places to live. Trees filter air pollution, improve our health, store carbon and reduce flooding, whilst also providing important habitat for wildlife and a multitude of other benefits.

Black Country Consortium Ltd worked in partnership with Birmingham Tree People, Barton Hyatt Associates and Treeconomics to survey the trees in Wolverhampton. Using a plot sample assessment in i-Tree Eco the structure of Wolverhampton's urban forest was assessed and a range of the ecosystem services it provides to society were valued.

The replacement cost\* of Wolverhampton's Urban Forest is **£375 Million**

\*Replacement cost refers to the CITA Valuator, and does not account for the health or amenity value.

<p><b>Number of Trees</b> <b>473,000</b></p> <p><b>16.5%</b> Tree Cover</p> <p><b>78</b> Tree Species</p> <p><b>68</b> Trees per hectare</p>	<p>Wolverhampton's urban forest contains an estimated 473,000 trees benefiting over 262,000 people. That's 1.8 trees per person</p> <p>In addition Wolverhampton's Trees:</p> <ul style="list-style-type: none"> <li>🌳 Cover an area equivalent to 1,150 ha with a leaf area of 8,670 ha.</li> <li>🌳 Intercept around 152,000 cubic metres of rain water every year, equivalent to an estimated £158,000 in avoided stormwater treatment costs.</li> <li>🌳 Filter an estimated 78 tonnes of airborne pollutants each year.</li> </ul>	<ul style="list-style-type: none"> <li>🌳 Remove an estimated 6,000 tonnes of carbon from the atmosphere each year, estimated to be worth £5.8 million.</li> <li>🌳 Store an impressive 169,000 tonnes of carbon worth £153 million.</li> <li>🌳 Are at risk from pests and diseases- Ash dieback could affect 31,800 trees in Wolverhampton.</li> </ul> <p><b>Most Common Trees:</b> <b>Common Hawthorn,</b> <b>Silver Birch and</b> <b>Sycamore</b></p>
--	---	--

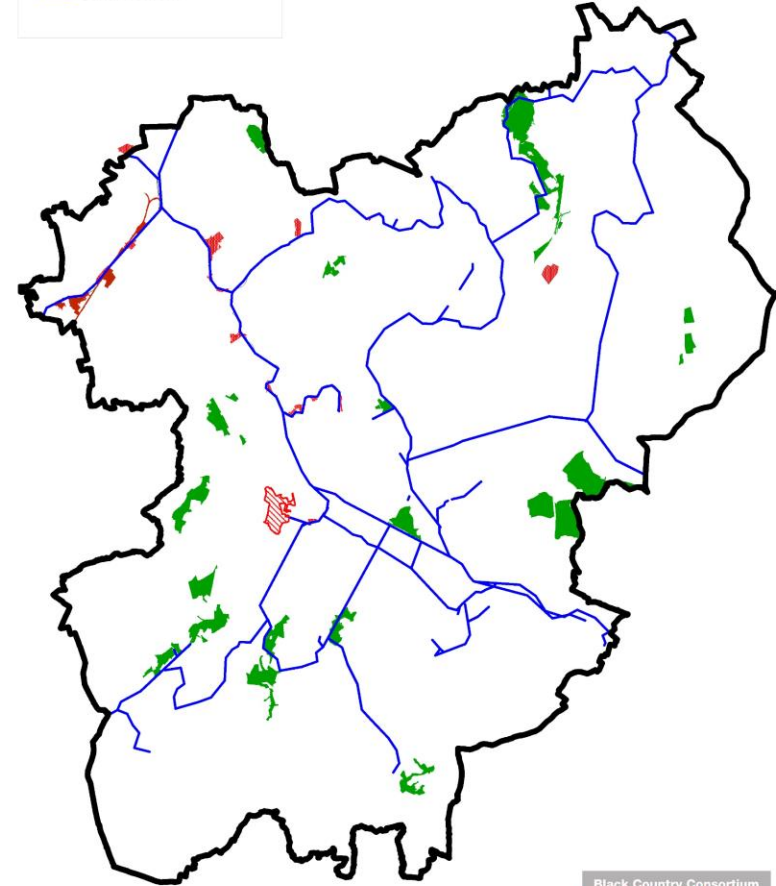


# Black Country Canal Strategy

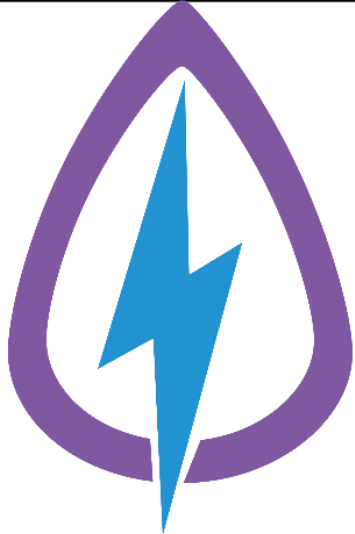


## BLACK COUNTRY AS AN URBAN PARK

- URBAN PARK
- 20 Living Landscapes
- Living Landmarks
- Canal Network







## Repowering the Black Country

Page 17

10 Business Led Hubs





# Black Country Partnership Support

# Black Country Careers Hub



**7.9 match funded Coordinator Posts working across 112 Black Country institutions 1 post match funded by Wolverhampton with a £25K contribution**

**Our Schools are fully achieving 5.4 benchmarks above national and West Midlands average of 4.2**

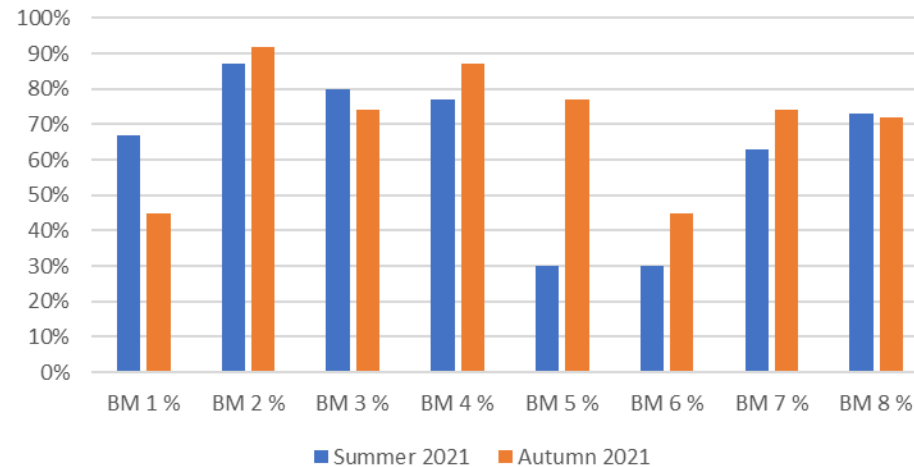
## SEND Work in Wolverhampton

- ❖ Worked with Wolverhampton SEND Schools on 2 DPD projects – Wolverhampton College SEND provision awarded £3K prize

Page 19

**100 Enterprise Advisers Volunteers matched and Active in Schools/Colleges (Wolverhampton 100% secondary schools/college/AP/SEND matched)**

Wolverhampton LA Gatsby BM Achievement



Visit from Toby Perkins MP Shadow Minister to SWBA in October 2021

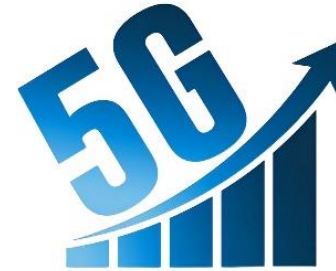
# Economy of Together





## Recent Activities

- WM5G Project Evaluation
- Full Fibre – Private Sector Deployment
- Gain Share from BDUK

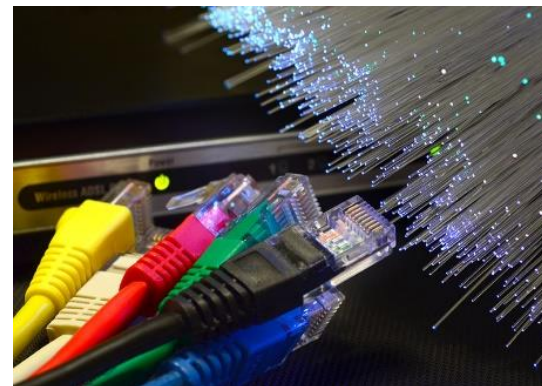


Page 21 Digital Strategy



## Future Activities

- Digital Inclusion
- Cyber Security
- Project Gigabyte
- Connected Places Agenda



# GAINSHARE

**Project Gigabit**  
£5 billion for fast, reliable  
broadband across the UK

# Levelling Up White Paper





# Capital Investments

# Growing Places Fund

Wolverhampton Canalside - £600k



Page 24



Residential Site investigations – Daisy Bank and  
Wolverhampton Environment Centre £15k



# Growth Deal

Wolverhampton Interchange - £17m



School of Architecture and Springfield campus £8m

Civic Halls and the Grand Theatre  
£5.4m



# Land & Property Investment Fund



i54 western extension - £5m





# Getting Building Fund

National Brownfield Institute - £14.875m

Page 27



# Black Country Partnership Support - Active Black Country

Page 28

## Collaboration and Foundation

### Black Country 2022 Commonwealth Games Legacy Framework

September 2020  
Final Draft



Page 29



### Why we are working together in the Black Country?

*Purpose: Figure 1*

#### OUR AMBITION FOR WORKING TOGETHER

We will bring partners together to **MAKE 2022 A TRANSFORMATIONAL MOMENT**, creating a more prosperous, active and healthy future for the people of the Black Country.

#### WORKING TOGETHER TO...





## Black Country CG Progress:

- Announcement of full Cycling Time Trail Route
- Volunteering programme reached 41,000 applications.
- Jobs and Skills Academy.
- Black Country Consortium/Active Black Country piloting the Gen22 programme with DWP support to align with Kickstart opportunities.
- Commonwealth Active Communities submission up to £1.9m funding to get people active, focus on green recovery and connectivity through transport infrastructure.
- QBR route planning underway via LA partners.



**Any Questions?**



This page is intentionally left blank



# Scrutiny Board

22 March 2022

<b>Report title</b>	<b>Regulator of Social Housing Consumer Standards - Compliance Update 2022</b>	
<b>Cabinet member with lead responsibility</b>	Councillor Bhupinder Gakhal City Assets and Housing	
<b>Wards affected</b>	All	
<b>Accountable director</b>	John Roseblade, Director of City Housing and Environment	
<b>Originating service</b>	Housing	
<b>Accountable employee(s)</b>	Karen Beasley	Interim Service Manager – Housing Strategy & Policy
	Tel	01902 554893
	Email	karen.beasley@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	City Housing and Environment Leadership Team	8 March 2022
	Strategic Executive Board	10 March 2022
	Cabinet Member Briefing	16 March 2022

**Recommendation(s) for action or decision:**

The Scrutiny Board is recommended to:

1. Consider the report and provide comment and feedback to the Council's Housing Strategy Landlord Services Team of the progress made against the Consumer Standards set by the Regulator of Social Housing

## **1.0 Purpose**

- 1.1 The report is to provide an oversight of the monitoring arrangements of the management of the Council's housing stock carried out by the Managing Agents, Wolverhampton Homes and three Tenant Management Organisations, under the Management Agreements and to outline the steps being taken by the Landlord Services Team to ensure the Council is able to respond to increasing regulation and is prepared for inspection by the Regulator of Social Housing.

## **2.0 Background**

- 2.1 The management of the majority of the Council's housing stock was transferred to its newly formed Arms Length Management Organisation (ALMO), Wolverhampton Homes (WH) in 2005 for the delivery of the Decent Homes programme. The rest of the stock is managed by Tenant Management Organisations (TMOs) were also formed; New Park Village in 1993, Bushbury Hill Estate Management Board in 1998 and Dovecotes in 2006. The management functions carried out by the Managing Agents is governed by the Management Agreements (Modular Management Agreements in the case of the TMOs) that exist between the Council and each Managing Agent. The next break clause in the management agreement between the Council and Wolverhampton Homes, who manage the majority of the Council's housing stock is in 2023 and the TMOs are reviewed annually.
- 2.2 The areas of management that are covered by the Management Agreements include: tenancy management, estate management, repairs, maintenance and concierge services, lettings and voids, collection of rents, leasehold and other charges, housing advice, Right to Buy, tenant participation and asset management. A number of other services are delivered by Wolverhampton Homes on behalf of the Council, under separate service level agreements. This includes Housing Options (Homelessness Services) and the Home Improvement Agency.
- 2.3 In November 2020, the Government published its White Paper, The Charter for Social Housing Residents. This document followed the release of the Social Housing Green Paper in 2018, which was developed in the wake of the Grenfell Tower tragedy, as the Government sought to set out the issues facing social housing tenants and the actions that could be taken to ensure they are safe, protected, listened to and able to influence how their homes are managed.

One of the most significant commitments within the White Paper is the strengthening of the Regulator of Social Housing, moving from a reactive service to a proactive consumer regulatory regime. The changes set out to deliver proactive oversight of Consumer Standards and will provide the Regulator with greater oversight of the performance of local authorities' landlord function. The Regulator will introduce mandatory periodic inspection of landlords with 4000+ homes, in relation to performance against the

Consumer Standards. This will include the City of Wolverhampton Council, which has close to 22,000 properties.

- 2.4 Whilst it has always been important for the Council's landlord service to ensure the homes we manage and tenants we serve are safe and receive a good quality service, it is important for the reasons mentioned in point 2.3 that there is sufficient assurance on the delivery of core services to tenants, especially where safety is a feature, commensurate with the risk to the local authority if something goes wrong for which it is held accountable. The responsibility for monitoring and ensuring this compliance has to be led by the landlord, i.e., the Council. It should also be noted that specifically Councillors are responsible for ensuring that the landlords services are managed effectively and comply with the regulatory requirements.
- 2.5 The Consumer Standards are set out in chapter five of The Regulatory Framework for Social Housing in England from April 2012 and the Housing Strategy team have always monitored performance against these Consumer Standards.

The four consumer standards set by the Regulator of Social Housing (RSH) are the:

- Home Standard
- Tenancy Standard
- Neighbourhood and Community Standard
- Tenant Involvement and Empowerment Standard

- 2.6 To improve and strengthen the Council's understanding of the housing managing agents' compliance with the Consumer Standards, the Housing Strategy Team commissioned Savills to undertake a review. The review began in February 2021 and concluded in May 2021. The review focussed mainly on those services delivered by Wolverhampton Homes (WH), being the primary deliverer of housing management services. Savills have provided advice and assurance on the Council's performance against the Consumer Standards and any potential breaches of standards which could be deemed as meeting the 'serious detriment' threshold.

The review broadly aimed to consider this key question, from the perspective of the regulator:

*To what extent can CWC demonstrate that it has assurance that it complies with the RSH Consumer Standards in respect of Council-owned homes which are managed on its behalf by WH?*

Savills concluded that;

*For most areas CWC/WH has an adequate policy framework in place to ensure compliance against the RSH Consumer Standards, however, there are discrete areas that require material improvement primarily Repairs (part of the Home Standard) and Tenant Involvement and Empowerment.*

### **3.0 Progress, options, discussion, etc.**

- 3.1 The findings of the Savill's review have been incorporated into an action plan and WH have created a Consumer Standards Project Group which officers from the Council's Landlord Services Team are members.

The Consumer Standards Project Group have identified 37 separate workstreams, highlighted by the Savills review, that require improvements in order to be fully compliant with the consumer standards. WH Service managers have been assigned actions to achieve the required improvements and progress is being monitored by the project group.

- 3.2 The Council's Landlord Services team is an active member of Councils with ALMOs Group (CWAG) which is the representative body of housing stock owning local authorities whose stock is managed by ALMOs. CWAG have developed a "Ready for Regulation" checklist to assist local authorities in readiness for the implementation of the White Paper and regulatory changes. The Landlord Services team have utilised this resource to assess its processes for the oversight and governance of its Managing Agents to ensure it is sufficiently robust to provide the necessary assurance that it is compliant with the Consumer Standards.

This work has highlighted some opportunities for improvements to be made to the mechanisms that are in place for Landlord Services to observe the processes of the Managing Agents and to escalate internally where areas of concern are identified.

- 3.3 The Council's Internal Audit Team responsible for WH Audits will review compliance against the consumer standards and progress against the action plan during 2022-23.
- 3.4 The Council's Landlord Services team will respond to changes to regulation and incorporate a model of continuous review of its monitoring and governance to ensure the Council is and remains compliant with the Consumer Standards.

### **4.0 Questions for Scrutiny to consider**

- 4.1 The Board are asked to consider the measures that have been taken and outlined in this report by the Housing Strategy Landlord Services Team to provide oversight of the housing management functions on its behalf by the Managing Agents to ensure it provides sufficient assurance of compliance with the requirements of the Regulator of Social Housing's Consumer Standards and the Social Housing White Paper.

4.2 The panel are also recommended to note the responsibilities of Councillors with regard to the Consumer Standards, in particular the requirements to:

- Maintain an oversight of the housing stock
- Understand the performance of the managing agents
- Understand the compliance and legislative requirements
- Receive annual reports on performance and compliance
- Quarterly monitoring to Cabinet

And to raise any concerns regarding performance or compliance with Housing Strategy.

4.3 A City of Wolverhampton Council Director will be required to be named as the person responsible for Building Safety

## **5.0 Financial implications**

5.1 There are no direct financial implications associated with this report. Housing Management services are funded through existing Housing Revenue Account budgets. [JM/02032022/T]

## **6.0 Legal implications**

6.1 The Regulator of Social Housing regulates registered providers of social housing to promote a viable, efficient and well governed social housing sector that is able to deliver homes that require a range of needs.

6.2 Failure to comply with the Regulator of Social Housing's Consumer Standards, which is governed by the Housing and Regeneration Act 2008 may lead to the Regulator taking intervention and enforcement action including penalties against the Council should it fail to meet the regulatory standards.

6.3 The Council must ensure that proper policies and procedures (including internal and external assurances) are in place to ensure that itself and Wolverhampton Homes are compliant with the Regulator's standards.

6.4 The Council must ensure that a full audit trail is in place that sufficiently demonstrates the Council's and Wolverhampton Homes commitment and compliance with the Regulator's standard.

6.5 Where the Council is handling and processing personal data it must ensure that both the Council and Wolverhampton Homes are compliant with the Data Protection Act 2018 and implementation of the General Data Protection Regulation 2018 [JA/04032022/D]

## **7.0 Equalities implications**

7.1 This report has no direct equalities implications

## **8.1 Climate change and environmental implications**

8.1 There are no direct climate change or environmental implications for this report, however, the delivery of estate and property-based programmes by the Housing Managing Agents will contribute to the improvement of living conditions and enhance the visual appearance of neighbourhoods. Improvements to the energy efficiency of Council owned housing stock will contribute to the Council's Climate Change Net Zero Agenda.

## **9.0 Health and Wellbeing Implications**

9.1 There are no direct health and wellbeing implications for the report, however the Housing Managing Agents and the Council's Housing Strategy team account for and work to improve the health and wellbeing of the tenants whose homes they manage, as part of their day-to-day delivery of housing management services and their interactions with the Council services and other statutory organisations with whom they may work in partnership, make referrals to and sign post tenants to.

## **10.0 Human resources implications**

10.1 This report has no direct human resources implications.

## **11.0 Corporate landlord implications**

11.1 This report has no direct corporate landlord implications.

## **12.0 Covid Implications**

12.1 There are no Covid implications arising from this report.

## **13.0 Schedule of background papers**

13.1 The Charter for Social Housing Residents White Paper (2020)

13.2 Housing Strategy – Landlord Services Report (Our Council Scrutiny Panel 29 September 2021)

## **14.0 Appendices**

Appendix 1 Consumer Standards Project Group Action Plan

Appendix 2 Consumer Standards Landlord Services Monitoring and Performance

## Consumer Standards Project Group Action Plan

Following the independent review of the Council's housing management functions to evaluate compliance against the Consumer Standards, Savills concluded that:

*“For most areas CWC/WH has an adequate policy framework in place to ensure compliance against the RSH Consumer Standards, however, there are discrete areas that require material improvement primarily Repairs (part of the Home Standard) and Tenant Involvement and empowerment”*

Following the results of the review by Savills, Wolverhampton Homes, in partnership with CWC Landlord Services have formed a project group to identify the areas where there are opportunities for improvements and the actions required to address these. A summary of this action plan is provided below:

### 1. Home Standard – Keep homes safe, decent and in a good state of repair

- Provide evidence and assurance of current stock condition
- Non-functionality issues with asset database to be addressed
- Accurate stock investment scenarios and options appraisals for an investment plan will need to be provided
- Need to accurately report on decent homes figures and projections for those falling out of decency
- Review capacity of stock condition team and stock condition survey data
- Review new asset module system to ensure that it is fit for purpose
- Consult with Tenants and Leaseholders on the repairs and maintenance policy
- Improve the number of repairs completed “Right First Time”
- Demonstrate value for money, cost, quality, productivity and efficiency
- Improve KPI suite and benchmark against top performing organisations
- Produce a comprehensive portfolio of policies in relation to “Big 6” Health and Safety areas for compliance
- Introduce secondary checks and sampling of KPI data
- Provide an automated system to provide linkage/interface between existing systems for monitoring housing stock condition
- Ensure that all big 6 compliance activities can demonstrate that we are able to demonstrate status of follow-up remedial works

### 2. Tenancy Standard – Let homes and manage tenancies in a fair, transparent and efficient way

- Promote availability of support to tenants who do not have access to the internet and who wish to undertake a mutual exchange
- Explore the benefits of having a formal eviction policy in accordance with the consumer standards

### 3. Neighbourhood and Community Standard – Keep the wider area clean and safe, help to tackle anti-social behaviour and promote community well-being

- All neighbourhood management procedure documents to be reviewed and updated on an annual basis



- A procedural note for high rise flatted inspections to be created
  - Produce a policy that sets out the overall framework for maintaining and improving the neighbourhoods associated with their homes. To be developed in consultation with tenants
  - A statement of policy and procedures of ASB should be reviewed and updated in line with the publication of the new ASB policy (April 2021)
  - Policy for approach to dealing with domestic abuse to be produced and published
  - ASB policy to be updated to reflect how perpetrators of ASB will be dealt with
  - Management of tenancy breaches procedure to be updated to ensure that it is in line with current requirements
4. **Tenant Involvement and Empowerment Standard – Understand and respond to the diverse needs of tenants, provide choice and opportunities for involvement, resolve complaints fairly and promptly**
- Customer satisfaction survey specific to neighbourhood and communal areas to be conducted
  - Complaints reporting to include, reason for complaint, % upheld, number escalated to stage 2 and the Housing Ombudsman, learning and action taken
  - Demonstrate how and where the learning from complaints shape improvements to services and procedures and how these improvements are reported to Senior Management Team
  - Improvement to the current mechanisms for achieving tenant involvement & empowerment to include evidence of the systematic approach to engagement, customer consultation (every 3 years) and involvement
  - A Customer Experience Strategy to be produced and tenants consulted with

In addition to the improvements identified for compliance against the Social Housing Regulator's Consumer Standards outlined above, further areas of improvement have been identified for the governance mechanisms that exist between CWC and the Housing Managing Agents:

- Develop the range and content of information provided to Cabinet
- Housing Managing Agents to undertake regular self-assessments against the Consumer Standards
- Introduce an annual assessment of compliance to provide wider assurance on the Consumer Standard framework
- Review the range and number of KPI's to be reviewed at the monthly Performance Officers Group and Better Homes Board
- Formalise the reporting of Consumer Standards compliance to Cabinet
- Policy and procedure programme for renewal and approval to be established and reported against annually



## Housing Strategy Landlord Services Monitoring and Performance

WH Delivery Plan <b>Quarterly</b> Monitoring Group (WHDPQMG)	Wolverhampton Homes CWC Housing (Landlord Services) CWC Finance	Have an oversight and scrutiny of the progress made against the delivery plan.
<b>Monthly</b> Performance Management Team	Wolverhampton Homes CWC Housing (Landlord Services)	To discuss areas of poor performance or delivery out of tolerance and where exception reports are presented with action plans for remedy.
CWC Cabinet - <b>Quarterly</b> Performance Reports	CWC Housing	Report on performance against the KPIs. KPIs are reviewed annually in line with any recommendations and requirements by the Regulator.
Tenant Scrutiny – proposed	Wolverhampton Homes CWC Housing (Landlord Services) Appointed Tenant Scrutiny Organisation	Proposal to meet to bolster the role of tenant scrutiny in WH's delivery of housing management services.
Financial Issues Group ( <b>Quarterly</b> ) Asset Management Group/Operational Sub-group ( <b>Quarterly</b> ) Governance ( <b>Monthly</b> )	Wolverhampton Homes CWC Housing (Landlord Services, Strategy & Enabling) CWC Finance	To raise/discuss ongoing operational matters.

This page is intentionally left blank